

## **APPENDIX D**

### **University/College/Non-Government Executive Programs and Training With Industry (TWI)**

Appendix D provides a list of University/College Non-Government Executive Programs. The objective of these programs is to enhance the careerist's professional/managerial skills and development to better facilitate, sustain and maintain the Army's mission. These programs are offered to all Department of the Army Civilians ranging in grade levels.

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCIES
1.	<p><i>Army War College</i></p> <p><b>DESCRIPTION:</b> The AWC focuses on Strategic security environment and strategy with a joint, multi-service perspective. The curriculum is designed to expand and deepen students' knowledge of strategic security matter and to sharpen their analytical skills. The academic program consists of prescribed core courses and advanced studies. Teaching methods include lectures, seminar discussions, case studies, and regional studies.</p> <p><b>PREREQUISITE:</b> Department of the Army civilian employees at GS/GM-14/15 who have career status and are serving in permanent competitive appointments.</p>	AWC	AWC	Resident 10 months 2 years correspondence	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCIES
2.	<p><i>Harvard University Program for Senior Executive Fellows</i></p> <p><b>DESCRIPTION:</b> The curriculum offers the opportunity to refine skills in the following areas of management responsibility: Strategy and Political Management, Policy Analysis and Design, Mobilizing Organizational Capacity.</p> <p><b>PREREQUISITE:</b> Candidates for, or recent appointees to Senior Executive Service or GS/GM-15. (Emphasis will be placed on nominations of GS/GM-15 candidate).</p>	Harvard SELF	Harvard	Resident, 8 weeks	A1,2,3,4,5,6,&7
3.	<p><i>Harvard University Program for Senior Executives in National &amp; International Security</i></p> <p><b>DESCRIPTION:</b> Using the case method, the Program provides participants with intense, vicarious experiences in a wide range of managerial situations. Through classroom discussion, participants are asked to assume the roles of key decision makers. This allows each participant to bring his/her own experience to bear on each case.</p> <p><b>PREREQUISITE:</b> Must be in the Senior Executive Service.</p>	Harvard NISM	Harvard	Resident, 2 weeks	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCIES
4.	<p><i>Harvard University Program for Senior Managers in Government</i></p> <p><b>DESCRIPTION:</b> The curriculum effectively utilizes the high-level of experience and skill that each participant brings to the classroom. Faculty members use case teaching. Each case is an actual situation in public management which acts as a stimulus for participants to think through possible approaches and solutions to a particular problem.</p> <p><b>PREREQUISITE:</b> Current Senior Executive Service members.</p>	Harvard SMG	Harvard	Resident, 3 Weeks	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCIES
5.	<p><i>The Syracuse University, National Security Management Course (NSMC)</i></p> <p><b>DESCRIPTION:</b> Participants share their personal experience and wisdom throughout the varied settings of the program. The curriculum is designed to ensure maximum benefit to participants both from interaction among themselves and with the faculty. The predominant method of instruction is the case method, which requires a high level of involvement by participants.</p> <p><b>PREREQUISITE:</b> Must be in grade GS-15.</p>	Harvard SONS	Harvard	Resident, 8 weeks	A1,2,3,4,5,6,&7
6.	<p><i>Industrial College of the Armed Forces</i></p> <p><b>DESCRIPTION:</b> The curriculum focuses on broad-based national security decision-making for senior policy makers in a dynamic world environment. The academic program emphasizes post-graduate, executive-level education rather than training, and enduring principles and concepts rather than transient contemporary events. The curriculum consists of interrelated courses that are presented in a balanced mix of seminars and lectures.</p> <p><b>PREREQUISITE:</b> Department of Army civilian employees at GS/GM-14/15 who have career status and are serving in permanent competitive appointments; Schedule A, Excepted appointments without time limitation; or, are serving under and Excepted Service appointment in the Civilian Intelligence Personnel Management System (Title 10 USC 1590) and have a minimum of three years of consecutive service under one or more permanent appointments.</p>	ICAF	NDU	Resident, 10 months	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCIES
7.	<p><b>National War College</b></p> <p><b>DESCRIPTION:</b> The NWC focuses on national security policy and strategy with a joint, multi-service perspective. The curriculum is designed to expand and deepen students' knowledge of national security matters and to sharpen their analytical skills. The academic program consists of prescribed core course, advanced studies, and regional studies. Teaching methods include lectures, seminar discussions, case studies, and student exercises. The core curriculum provides students an understanding of the development and implementation of national security policy and strategy. It addresses the domestic and international contexts within which policy and strategy are developed, examines the national security decision making process and focuses on the formulation and conduct of national security strategy, military strategy, and joint operations. Completion of the curriculum meets the educational requirements for Joint Specialty Officers.</p> <p><b>PREREQUISITE:</b> Department of Army civilian employees at GS/GM-14/15 who have career status and are serving in permanent competitive appointments; Schedule A, Excepted appointments without time limitation; or, are serving under and Excepted Service appointment in the Civilian Intelligence Personnel Management System (Title 10 USC 1590) and have a minimum of three years of consecutive service under one or more permanent appointments.</p>	12 NWC	NDU	Resident, 10 months	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCIES
8.	<p><b><i>Program for Research Fellows in National Security</i></b></p> <p><b>DESCRIPTION:</b> Provide select individual(s) the opportunity to study a wide range of public management, business management, and national security issues with a highly select group of military and civilian officials at Harvard University's John F. Kennedy School of Government. National Security Fellows have the opportunity to study a wide range of public management and security issues. National Security 'Fellows design their own activities within the broad framework of the fellow-ship program, which includes research, fellows executive program, auditing courses, guest speaker programs, and faculty seminars. Program expenses are limited to tuition, books, supplies, and applicable per diem (if appropriate).</p> <p><b>PREREQUISITE:</b> This fellowship program is open to all Department of the Army employees at the GS-14 level or above in a permanent, competitive appointment.</p>	PRFNS	Harvard	Resident, Aug-Jun	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCIES
9.	<p><b><i>Secretary of the Army Research &amp; Study Fellowship</i></b></p> <p><b>DESCRIPTION:</b> Fellowships may be awarded to include study or research at institutions of higher learning or in comparable educational or research environments which best support the project. Proposed projects must indicate a high potential value to the Army and benefit the applicant as well. The applicant must be able to complete the project within the time proposed. Fellowships are not substitutes for projects that should be done on a normal on-duty assignment and financed thorough mission funds.</p> <p><b>PREREQUISITE:</b> Department of the Army civilian employees at the GS-12 (or equivalent ) level or above who have career status and are serving in permanent competitive appointments; Schedule A, Excepted appointments without time limitation; or, are serving under an Excepted Service appointment in the Civilian Intelligence Personnel Management System (Title 10 USC 1590) and have a minimum of five years of consecutive Department of Army (DA) service under one or more permanent appointments.</p>	SARSF	OASA (M&RA)	Full Time not less than 6 months not more than 12 months	A1,2,3,4,5,6,&7



NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCIES
10.	<b><i>Training with Industry</i></b> <b>DESCRIPTION:</b> Applicant may design and submit a program with a company of their choice. The TWI assignment should expose the individual to commercial logistics. <b>PREREQUISITE:</b> GS-12 and above.	TWI	Various Industries and Locations	Full Time, 6 to 12 months	K4,5,8,13,16,A1,2,3,4,5,6,&7
11.	<b><i>University Training-Graduate Level Logistics Education Assistance Fund</i></b> <b>DESCRIPTION:</b> To provide a valuable learning experience for a competitive edge toward future advancement and to stimulate innovation. THIS IS NOT A DEGREE PROGRAM. Curriculum must be logistics-related, business or management in nature, and courses will be approved by HQDA. <b>PREREQUISITE:</b> This opportunity for full-time graduate study is open to all Department of the Army employees at the GS-12 level or above, and exceptional GS-11's, having career status, in a permanent, competitive appointment in the SMCP (CP-13). Applicants who do not meet this criteria may request a formal waiver through nominating channels. Applications for university training must also include a letter of acceptance from the University. Applicants must specify whether application is for full-time or part-time study. Part-time and full-time participation cannot be combined. FCR will only fund tuition and books.	GLLEAF	University	Formal Classroom Full time/Part time	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE # LEAF	SOURCE	MODE OF DELIVERY	COMPETENCIES
12.	<p><i>University Training-Logistics Education Assistance Fund</i></p> <p><b>DESCRIPTION:</b> To provide a valuable learning experience for a competitive edge toward future advancement and to stimulate innovation. THIS IS NOT A DEGREE PROGRAM. Curriculum must be logistics-related, business or management in nature, and courses will be approved by HQDA.</p> <p><b>PREREQUISITE:</b> This opportunity for full-time undergraduate study is open to all Department of the Army employees at the GS-12 level or above, and exceptional GS-11's.</p>		University	Formal Classroom Full time/Part time	A1,2,3,4,5,6,&7

